First Peoples' Heritage, Language and Culture Council

GOVERNMENT SERVICE PLAN

2005/06 – 2007/08

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Letter from the Chair

December 20, 2004

Honorable Minister Murray Coell
Ministry of Community, Aboriginal & Women's Services
PO BOX 9042, STN PROV GOVT, Victoria, BC V8W 9E2

Dear Minister Coell,

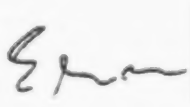
It is my privilege as the Chairperson for the First People's Heritage, Language & Culture Council (FPHLCC) to submit to you the Service Plan for our organization. FPHLCC looks forward to many more years of supporting the revitalization of British Columbia's Aboriginal arts, languages and cultures. I am very proud of the continuing excellence of the FPHLCC, the dedication of FPHLCC management and staff, and the ongoing and new programs and services. The FPHLCC Board and staff are committed to developing plans and strategies to address the challenge to revitalize and promote First Nations arts, languages and cultures in British Columbia. Our work involves considering how the FPHLCC can maintain existing programs, as well as expand services to support the grassroots work of our language and culture stakeholders. In both these areas, I am pleased to report that we are on a path of continued improvement.

Reflecting on our accomplishments, we have initiated the development of a long-term strategic plan for the revitalization of BC's Aboriginal languages and cultures in partnership with the First Nations Education Steering Committee, to ensure the best use of language and cultural resources. We have recently completed a review of the Aboriginal Arts Development Awards program (AADA) which has confirmed the successful implementation of AADA and the importance of this initiative to Aboriginal artists and arts organizations. We have developed and piloted a web-based Aboriginal language archiving software which is going to revolutionize the way language is archived and provide unprecedented access to Aboriginal languages and cultures. We have developed quality support materials for our languages programs such as application guides and resources documents.

Our work to revitalize the 32 languages of British Columbia is at a critical stage. All of the Indigenous languages of British Columbia are endangered and could disappear forever if FPHLCC fails to support the BC First Nations in their efforts to make each Nation's language available to their membership. It is imperative all stakeholders working with First Nations recognize the value and importance of Aboriginal languages and culture and how the very identity of British Columbia's First Peoples' is being threatened. Failure to do so will result in the loss of the Aboriginal languages, cultures and historical legacy that will negatively impact all First Nations, British Columbians and Canadians.

The 2005/06 – 2007/08 Organizational Service Plan was prepared under my direction in accordance with the Budget Transparency and Accountability Act. I am accountable for the contents of the plan, including the selection of performance measures and targets. The plan is consistent with the government's strategic priorities and overall Strategic Plan. All significant assumptions, policy decisions and identifiable risks as of January 2005 have been considered in this plan. I am accountable for ensuring First Peoples' Heritage, Language & Culture Council achieves its specific objectives identified in the plan and for measuring and reporting actual performance.

Sincerely,



Elmer Derrick
Chair, FPHLCC

Organization Overview

The First Peoples' Heritage, Language & Culture Council is a unique Crown Corporation formed by the government of British Columbia in 1990 to administer the *First Peoples' Heritage, Language & Culture Program*. The FPHLCC is driven and governed by a Board of BC First Nations consisting of nine representatives elected by Tribal Councils throughout BC. In addition, each of the 24 Tribal Councils in BC elects a representative to the FPHLCC Advisory Committee. The Advisory Committee then relays up to date information on current FPHLCC programs and initiatives to the communities. In addition, the Council maintains three seats for representatives from urban Aboriginal organizations, from the business community and from the provincial government.

The FPHLCC desires to achieve sustainability and enable long-term stability for language, arts and cultural programming in BC.

In 2000, the FPHLCC created the First Peoples' Cultural Foundation (FPCF), a registered non-profit society with a mission to be the fundraising arm of the FPHLCC and to support the revitalization of Indigenous languages. FPCF is developing tools to enable global creation of language archiving and teaching resources using the Internet to support Aboriginal communities everywhere. Last fall, 15 languages in BC began documentation using the web-based *FirstVoices* application (www.FirstVoices.com) developed by the FPCF. As this tool is made widely available, revenue will be created to sustain the project and augment existing government funding for the FPHLCC.

During the past 13 years, the FPHLCC has successfully distributed over $15 million to British Columbia's Aboriginal communities for language, arts and culture projects (www.fphlcc.ca). The FPHLCC is intent on continuing to provide a high level of support and resources for the revitalization of BC Aboriginal languages, arts and cultures. Preservation of our cultural heritage and the living expression of our identities is integral to the health of all members of our Aboriginal communities, as well as to the well-being of all British Columbians.

ENABLING LEGISLATION AND MANDATE

First Peoples' Heritage Language and Culture Act
(http://www.qp.gov.bc.ca/statreg/stat/F/96147_01.htm)

The *First Peoples' Heritage, Language and Culture Act* (1990) established the mandate of the Council as follows:

- To provide funding to cultural and language programs
- To support and advise government on initiatives, programs and services relating to Aboriginal heritage, language and culture
- To advise government on the preservation and fostering of Aboriginal languages and other aspects of cultural development of Aboriginal peoples throughout British Columbia

PROGRAMS CURRENTLY DELIVERED BY THE COUNCIL

Heritage, Language and Culture Program
Funded by the Provincial Government. The *BC Language Initiative* provides funding to assist in the preservation and enhancement of languages for the Aboriginal Peoples of British Columbia.

Aboriginal Language Initiative (ALI)
Funded by the Department of Canadian Heritage, through the Assembly of First Nations (AFN). The ALI provides funding support for community and regionally-based projects directed at maintaining, revitalizing and promoting First Nations languages. (NOTE: This program will sunset in 2005/06)

Aboriginal Arts Development Awards Program
Made possible through the support of the BC Arts Council. Funds projects that contribute to arts and cultural development. The program objectives are to assist in the creative or professional development of emerging First Nations artists and to support the sharing of traditional arts skills and knowledge.

PLANNING CONTEXT AND STRATEGIC ISSUES

FPHLCC capacity to develop results-based strategic plans is limited by size, governance structure and budget. FPHLCC is a small organization with four staff and a limited administrative infrastructure. FPHLCC is using computers and administrative systems that are outdated and slow, which hinders our ability to collect and manage information for assessing and reporting our successes.

The FPHLCC board meets in person only once a year. The infrequency of face-to-face meetings creates a difficult environment for strategic planning and does not provide for the opportunity to build the capacity of board members. At this time, there is limited funding available for board meetings, to plan and provide input into the government service plan, or to hire a registered planner. To date, FPHLCC has not been successful in identifying resources to develop a five-year strategic plan. The FPHLCC board and staff are seeking funding to engage in a strategic planning process in the 2005/06 fiscal year. This strategic planning project will include training our board members and staff in strategic planning. The benefits could be far-reaching, as strategic planning will enable board members and staff to utilize this skill when working with the Aboriginal communities in BC.

The rapid decline in the number of fluent speakers of Aboriginal languages in British Columbia is the main issue influencing our organization. Targeting projects working with the ageing fluent speakers is vital to the survival of British Columbia's Aboriginal languages and cultural knowledge. All Aboriginal languages in British Columbia are critically endangered; a coordinated effort must be made to find additional resources for their preservation. The FPHLCC and the FPCF will work cooperatively with Aboriginal communities, the government of BC and other language revitalization stakeholders to maximize our limited resources.

The pressures and priorities placed on Aboriginal communities (such as socio-economic issues) continue to direct attention away from the current language crisis. Communities have limited access to revenue and resources, and the focus is on health, education and treaty issues rather than arts, cultures and languages. FPHLCC and the BC language stakeholders must respond by promoting the value of arts, cultures and languages and the benefit of incorporating these things in all we do for First Nations communities. Our arts, languages and cultures can be a vital part in all the work we do, from community economic development to health.

Vision, Mission and Values

VISION STATEMENT

BC Aboriginal languages, cultures and arts are thriving, accessible and available to the First Nations of British Columbia. The cultural knowledge expressed through Aboriginal languages, cultures and arts is recognized, valued and embraced by all citizens in BC.

MISSION STATEMENT

The Council exists to provide leadership in British Columbia for the revitalization of Aboriginal languages, culture and arts. Our role is to monitor the status of Aboriginal languages, cultures and arts and to develop strategies which assist communities to recover and sustain their heritage. We serve our stakeholders by providing programs and initiatives for language revitalization and through arts and culture programs.

Stakeholders and Linkages
Aboriginal communities in BC
Aboriginal artists
Aboriginal Urban Organizations
Ministry of Community Women and Aboriginal Services
BC Arts Council
Department of Canadian Heritage

Key Partners
First Peoples Foundation
BC Elders Council
BC Schools Association –Arts Starts
First Nations Education Steering Committee
University of Victoria
Cultural Centers in BC
Aboriginal Head Start

FPHLCC ORGANIZATIONAL VALUES

FPHLCC Values	Description
ACCOUNTABILITY	The CEO, Board and staff are directly accountable to our stakeholders and First Nations in BC
TRANSPARENCY	The program procedures and decisions will be open and transparent
RESULTS-BASED	Program delivery will be efficient, outcome-focused
PARTNERED	Language and arts programs will be coordinated with other service providers and language groups to maximize benefits
INTEGRITY	All work will be done with an overriding focus on cultural integrity and honesty
INCLUSIVE	The language, art, and cultural programs will be available throughout BC to all qualified Aboriginal individuals and groups

Goals, Strategies, Performance Measures and Targets

GOAL 1

Facilitate Aboriginal communities in British Columbia to be successful in realizing their visions for the revitalization of arts, cultures and languages

Strategy 1

Provide Arts program funding for Aboriginal artists, communities and organizations

Performance Measures	Target 2005/06	Target 2006/07	Target 2007/08
The number of applicants for support	90 applications	100 applications	120 applications
The number of artists directly benefiting from funded projects	140 artists receive support from program	160 artists receive support from program	200 artists receive support from program
Implementation of the recommendations from the Aboriginal Arts Development Review	5 recommendations implemented	5 recommendations implemented	All recommendations implemented
Summary of professional development opportunities provided by Council	5 capacity-building activities for artists, arts organizations	5 capacity-building activities for artists, arts organizations	5 capacity-building activities for artists, arts organizations

GOAL 1

Facilitate Aboriginal communities in British Columbia to be successful in realizing their visions for the revitalization of arts, cultures and languages

Strategy 2

Provide language program funding for Aboriginal communities and organizations in British Columbia

Performance Measures	Target 2005/06	Target 2006/07	Target 2007/08
The number of applicants for support	90 applications	100 applications	100 applications
The number of communities directly benefiting from funded language projects	35% of Aboriginal communities in BC engaged in language and cultural revitalization	40% of Aboriginal communities in BC engaged in language and cultural revitalization	40% of Aboriginal communities in BC engaged in language and cultural revitalization
The number of learners directly benefiting from projects	Increase in total number of learners	Increase in total number of learners	Increase in total number of learners
The number of First Nations people in British Columbia with access language resources in their original language	25% of BC First Nations languages are accessible to the First Nations membership	25% of BC First Nations languages are accessible to the First Nations membership	25% of BC First Nations languages are accessible to the First Nations membership

GOAL 1

Facilitate Aboriginal communities in British Columbia to be successful in realizing their visions for the revitalization of arts, cultures and languages

Strategy 3

Provide community development tools, resources and support to assist Aboriginal communities in developing long-term plans for sustainable cultural revitalization

Performance Measures	Target 2005/06	Target 2006/07	Target 2007/08
Number of resources developed (tool kit, best practices document)	10% increase in number of FPHLCC Arts and Language tools and resources	10% increase in number of FPHLCC Arts and Language tools and resources	10% increase in number of FPHLCC Arts and Language tools and resources
Feedback quality of resources developed	25% increase in use of community-based language and arts revitalization tools and 30% of resource evaluations returned	30% increase in use of community-based language and arts revitalization tools and 30% of resource evaluations returned	50% increase in use of community-based language and arts revitalization tools and 30% of resource evaluations returned
Number of hits on tool kit website	1000 hits on tool kit website	1500 hits on tool kit website	2000 hits on tool kit website

GOAL 1

Facilitate Aboriginal communities in British Columbia to be successful in realizing their visions for the revitalization of arts, cultures and languages

Strategy 4

Create awareness of Aboriginal arts, languages and cultures in British Columbia through promotional and educational events and resource development

Performance Measures	Target 2005/06	Target 2006/07	Target 2007/08
Quality events and resources developed with information for First Nations and all British Columbians on the importance of revitalizing Aboriginal arts, cultures and languages	Co-host "Stabilizing Indigenous Languages Symposium" (international conference) 500 participants Aboriginal Arts Funders Conference (national conference) 50 participants Collaborate with First Nations Education Committee on Regional Languages Conference 200 participants Website upgrade – 15 arts, culture, language related links	Collaborate with First Nations Education Committee on Regional Languages Conference 200 participants Website upgrade – 15 arts, culture, language related links	Collaborate with First Nations Education Committee on Regional Languages Conference 200 participants Website upgrade – 15 arts, culture, language related links

GOAL 2

Secure sustainable and stable funding for the revitalization of Aboriginal arts, cultures and languages in BC

Strategy 1

Continue to seek opportunities to leverage funding for arts, language, and cultural initiatives

Performance Measures	Target 2005/06	Target 2006/07	Target 2007/08
Number of proposals developed to increase FPHLCC budget for projects	15 proposals	20 proposals	20 proposals

Strategy 2

Initiate opportunities to cost-share on initiatives and projects that benefit Aboriginal communities and maximize resources with stakeholders and communities of interest

Performance Measures	Target 2005/06	Target 2006/07	Target 2007/08
Number of cost-shared projects such as the needs assessment, CURA, conferences	15% of FPHLCC projects cost-shared with partners	20% of FPHLCC projects cost-shared with partners	20% of FPHLCC projects cost-shared with partners

GOAL 3

Raise the profile of FPHLCC as an organization with information services and expertise in Aboriginal heritage, language, arts and culture

Strategy 1

Research and collect data to reflect current state of Aboriginal languages and cultures in BC

Performance Measures	Target 2005/06	Target 2006/07	Target 2007/08
Quality and quantity of data collected from language needs assessment	30% of Aboriginal communities involved in assessing their needs for language and cultural revitalization	30% of Aboriginal communities involved in assessing their needs for language and cultural revitalization	35% of Aboriginal communities involved in assessing their needs for language and cultural revitalization

Strategy 2

Increase provincial government familiarity with FPHLCC as the go-to organization in BC for information, services and advice related to Aboriginal arts, languages and cultures

Performance Measures	Target 2005/06	Target 2006/07	Target 2007/08
Increase in number of contacts, requests and projects with other BC Provincial departments	4 meetings or info sessions with BC Provincial departments	8 meetings or info sessions with BC Provincial departments	12 meetings or info sessions with BC Provincial departments

Strategy 3

Increase familiarity among First Nations communities, organizations and regional Aboriginal governance representatives with FPHLCC as the go-to organization in BC for information, services and advice related to Aboriginal arts, languages and cultures

Performance Measures	Target 2005/06	Target 2006/07	Target 2007/08
Increase in the number of contacts, information sharing and projects with First Nations Governance organizations	4 meetings Information sharing and quarterly updates to BC regional, tribal and First Nations through newsletter	8 meetings Information sharing and quarterly updates to BC regional, tribal and First Nations through newsletter	12 Meetings Information sharing and quarterly updates to BC regional, tribal and First Nations through newsletter

GOAL 4

FPHLCC will further develop as a strategic, results-based organization that continually reviews and improves business line processes

Strategy 1

Incorporate professional administrative practices which continually evaluate and improve business line processes

Performance Measures	Target 2005/06	Target 2006/07	Target 2007/08
Number of completed project reports received at deadline	10% increase in number of Project Reports complete on due date	10% increase in number of Project Reports complete on due date	10% increase in number of Project Reports complete on due date
Client Focus Group and survey	Client feedback rates FPHLCC program administration as being improved by 20%	Client feedback rates FPHLCC program administration as being improved by 25%	Client feedback rates FPHLCC program administration as being improved by 30%
Time saved by new systems and improved policy and procedures	Turn around time for MOU and reporting is reduced by 20%	Turn around time for MOU is reduced by 25%	Turn around time for MOU is reduced by 25%

Key Results

- Aboriginal communities, individuals, organizations and leadership aware of current language crisis, potential risk and loss of knowledge
- Improved First Nations outcomes in revitalization of language, arts and culture
- Aboriginal communities have access to resources for language revitalization
- Increased number of First Nations people learning about their language, culture and heritage
- Accurate data reflect current state of First Nations languages in British Columbia
- First Nations artists and language service providers aware of resources available to them
- First Nations artists successful in accessing AADA and other programs such as Canada Council, BC Arts Council
- Policy and results of needs assessment provide direction for BC Ministry, FPHLCC Board members, staff and Aboriginal leadership
- Increased working partnerships with other organizations to collect, analyze and promote data and information on the state of languages in BC
- Continued support and investment from Ministry of Community and Aboriginal and Women's Services and the BC Arts Council
- Development of administrative program tools provide stability and efficiency for Council administration

Key Benefits

- Greater individual and organizational awareness of current language crisis, potential risk and loss of knowledge
- Access to resources for Aboriginal language revitalization
- Revitalization and teaching of Aboriginal culture and art forms
- Learning environments that drive community revitalization
- Improved First Nation community wellness (health and education) as a result of cultural and language revitalization, especially impacting the under-served and special needs of Aboriginal women and children
- Accountable, inclusive, honourable Aboriginal management of its Indigenous cultural expression and assets
- New jobs and growth leading to improved quality of life for Aboriginal people on and off reserve
- FPHLCC as a leading voice in communicating to and educating the people of BC, Canada and the world about the arts, heritage, language and culture of the Aboriginal people of the region

Alignment with Government Strategic Plan

The FPHLCC Council, its First Peoples' Cultural Foundation and their programs and initiatives (such as the Provincial Aboriginal Language Needs Assessment) are in alignment with the Government's Strategic Plan to:

- Increase efforts to protect and promote Aboriginal languages;
- Enable effective local Government, Aboriginal and Women's services;
- Enhance citizen access to Government; and
- Support services for communities and First Nations

FPHLCC and its programs reflect the Government's shift in service delivery, from:

- Provincial control to local autonomy;
- Direct delivery of programs and services by provincial government employees to delivery by communities and third parties;
- Unfocused funding to performance-based funding; and
- Provincial regulation to self-regulation and compliance monitoring.

The FPHLCC demonstrates its alignment with the Government's Strategic Plan by:

- Committing to results-based evaluation and management
- Enabling access to Government information on-line, through capacity-building programs such as the Language and Arts Toolbox that gives everyone equal opportunity
- Standardizing accountable management of Aboriginal language and cultural expression and resources, in rural and urban communities
- Raising awareness of the connection between cultural recovery and the ability for culturally-rejuvenated communities to reclaim their financial and social independence, leading to new jobs and growth and to improved quality of life for Aboriginal people on and off reserve
- Revitalizing Aboriginal community languages and culture, which leads to community healing and better quality of life, including educational opportunities and development of special skills through improved literacy, use of IT and e-learning

Summary Financial Outlook

FPHLCC Summary Financial Outlook for the 2005/6 – 2007/8 Service Plan

	2005/06 (forecast)	2006/07 (forecast)	2007/08 (forecast)
Major Sources of Revenue			
Provincial Government	1,000,000	1,000,000	1,000,000
Federal Government*	230,000	500,000	500,000
BC Arts Council	120,000	170,000	170,000
Total Revenue	**1,350,000**	**1,670,000**	**1,670,000**
Major Sources of Expenses			
Language Program Grants	800,000	TBA	TBA
Art & Culture Program Grants	150,000	TBA	TBA
Administration	150,000	TBA	TBA
4 FTEs / 4.5	250,000	TBA	TBA
Total Expenses	**1,350,000**	**1,670,000**	**1,670,000**
Operating Income (Loss)	—	—	—
Net Income (Loss)	—	—	—

*Federal Government revenue figures for 2006/07and 2007/08 are estimates only, and are contingent on the ALI program (which sunsets in 2005/06) being replaced with a new federal aboriginal language program.

NOTE: The First Peoples' Cultural Foundation (FPCF) is a separate entity from FPHLCC. FPCF resources are not included in this year's budget, therefore the FPHLCC budget is signficantly lower than indicated on last years' plan.

Key Assumptions and Possible Risks

Key Assumptions	Forecast Risks and Sensitivities
▪ Provincial funding maintained per forecasted level ▪ Federal Government will continue Aboriginal Language Initiative or equivalent ▪ BC Arts Council continues to support FPHLCC	▪ The FPCF fails to raise funding for the Council and the Council is not able to meet the needs of Aboriginal communities ▪ Failure to build up the public-private partnerships and investor networks required to establish sustainability